



**MINISTRY OF HEALTH
ZANZIBAR
DIRECTORATE OF ADMINISTRATION AND HUMAN RESOURCE
TRAINING SECTION**

**CONCEPT NOTE ON PROPOSAL OF CUSTOMER CARE TRAINING IN SERVICE DELIVERY FOR HEALTHCARE
WORKERS IN ZANZIBAR.**

1.0 Background

The Ministry of Health through the Directorate of Administration and Human Resource (DAHR) has the responsibility to recruit and develop healthcare workers in Zanzibar.

The issues of customer care are vital concerns in delivering quality, honesty and standards of health care services. To meet customer satisfaction, the core value and the mission of the Ministry of Health Zanzibar is; *to ensure universal access to health and social protection services delivered in a comprehensive range of quality, equitable, and efficient to all people in Zanzibar and (HSSP, 2021)*, the Directorate found its significance to develop the Customer Care training package by hiring external professional trainer, SUPEROVA GROUP, to run this program via three stages (**first stage that will involve mysterious shopping, second to involve actual five days class workshop and final one to involve post training follow up** through mentorship, coaching and various on-the-job training approaches).

2.0 Problem Statement

There have been everlasting patient/public complaints and dissatisfaction against Healthcare Workers responsible for service delivery throughout Hospitals and health facilities on poor customer care, poor service quality, poor standards of care, lack of formal training given to healthcare workers and poor communication during service provision.

This is definitely due to the limited customer care knowledge, skills and professional ethics of Healthcare Workers, which hamper better service delivery in the health sector in Zanzibar. To get rid of this problem in the health sector in Zanzibar, the Directorate of Administration and Human Resources of the Ministry of Health Zanzibar has decided to propose a Customer Care Training program for Healthcare Workers in Zanzibar that will imply positive impacts on service delivery.

3.0 Justification

To enhance patient-centred care within our healthcare facilities, it is imperative to provide comprehensive training to all healthcare workers on customer care services.

To address the aforementioned issues comprehensively, it is imperative to establish a sustainable training program aimed at developing trainers of trainees (TOT) across all levels of care, from primary to national level of care. This approach will enhance service quality and promote patient-centred care, thereby fostering satisfaction among patients/clients regarding the healthcare services offered by public hospitals. Additionally, it will ensure the attainment of the objectives outlined by the Ministry of Health (MoH).

3.1 Scope of Training

This training will be implemented through a selective approach, engaging a targeted group of approximately 2,000 Healthcare Workers. The training program will encompass Healthcare Workers categorized at three levels: **Primary** (with a focus on critical Health Centres and Dispensaries), **Secondary** (involving a selected number of Healthcare Workers across all Districts and Regional Hospitals), and **Tertiary** (involving a specific number of Healthcare Workers at the Referral Hospital – Mnazi Mmoja), alongside the Afya Call Centre.

3.2 Training Timeframe

The training program will adhere to a structured **three-phase approach** spanning from **July 2024 to June 2025**, requiring a minimum duration of one year. These phases will be systematically categorized as follows:

- i. **First phase:** This initial stage will entail conducting pre-training follow-up activities through mystery shopping to explore the extent to which customer care is integrated among Healthcare Workers in healthcare service delivery and need assessment by conducting surveys or interviews with patients to identify common issues and areas for improvement. This will involve visiting selected Health Centers, Dispensaries, District and Regional Hospitals, and the Referral Hospital – Mnazi Mmoja, as well as the Afya Call Centre, while ensuring the observation of ethics and professionalism in health service provision. Subsequently, the observers will develop Key Performance Training Indicators (KPTIs) and present their findings to the Ministry's management, hospital administrators, and facility managers for feedback before proceeding to the subsequent phase. The time frame of this phase is 4 months from **July 2024 to October 2024**
- ii. **Second phase:** This phase will encompass the practical training of customer care, spanning a minimum of five days in Unguja and five days in Pemba, totalling **ten** days of instruction for the selected 2,000 Healthcare Workers. To optimize the efficacy of this training program for participants and ensure comprehensive understanding, each session will accommodate a cohort of 50 to 70 individuals for five days. The phase will involve the delivery of real-life interactive workshops, role-playing exercises, case studies, medical knowledge enhancement, and exemplary practices about customer care within the classroom setting, with a strong emphasis on participatory training methodologies. **The time frame of this phase is 5 months, from November 2024 to March 2025**
- iii. **Third/final phase:** This will be a post-actual training phase that will involve Key Performance Training Indicators (KPTIs) to check the training impact on patient service provision, the trainers will closely follow up with trainees to investigate their actual care in serving the patients after training and then provide constructive Feedback and Evaluation. In this phase, the trainers will conduct on-the-job training to keep healthcare workers updated on new developments in healthcare and customer service best practices. The healthcare workers will have a chance to attend seminars, webinars and online patient-centered care courses provided by SUPEROVA GROUP. In this phase, trainers will recognize and reward healthcare workers who consistently provide excellent patient care and implement incentive programs tied to patient satisfaction metrics to motivate healthcare workers. In this phase the trainers will use patient feedback

and data analysis to identify areas for improvement in customer care and implement quality improvement initiatives focused on addressing identified issues and enhancing patient experience. **The time frame of this phase is 3 months from April 2025 to June 2025**

3.3 Broad objective

- i. To strengthen healthcare service delivery to primary, secondary and tertiary levels by imparting the knowledge, skills and professional ethics to healthcare workers in Zanzibar.

3.4 Specific objectives

- i. To conduct customer care knowledge and skills as well as professional ethics to healthcare workers.
- ii. To improve Customer Care, honesty and courtesy in Service delivery to enhance customer satisfaction and eradicate complaints.
- iii. To improve quality and standards of care among the Healthcare workers.
- iv. To develop the capacity of trainers of the trainee in working surroundings.
- v. To establish a customer care-related Unit that will follow up and solve the customer complaints from all levels of care.

4.0 Methodology

The training facilitators will use the following methods from pre-post training to make it successful;

- i. Mysterious shopping
- ii. Observation
- iii. Participants Observation
- iv. Interviews

5.0 Expected Outcomes

- i. All healthcare workers will practice customer Care Service and a Positive Reputation and Community Trust in the public hospitals will be increased
- ii. Patient Satisfaction will be improved and healthcare workers' Satisfaction and Retention will be Increased
- iii. Trainers of trainees will have thorough knowledge, skill and professional ethics on customer care to impart to their colleagues.
- iv. Customer care units for all levels of care will be established.
- v. Complaints and Conflict Resolution will be Reduced
- vi. Communication Skills, Teamwork and Collaboration will be improved

6.0 Collaboration in Training

This program will be effectively executed through the seamless coordination efforts of the Directorate of Administration and Human Resources, working closely in collaboration with the Directorate of Preventive Service, Directorate of Curative Service, Directorate of Nursing and Midwifery, Office of the Chief Pharmacist, the designated facilitating organization, and other key funding stakeholders.

7.0 Budget

The program will be implemented across three phases, each comprising pre-training, during training, and post-training periods, which will be executed sequentially. The total budget is estimated to be **TZS 305,095,000 or USD 169,497.22**, as outlined in Table I.

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